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*Today's Increasing Need
For
Joint Consultation*

LABOUR-MANAGEMENT CONSULTATION BRANCH

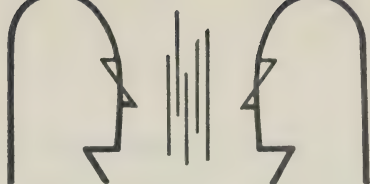
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What Is Joint Consultation?



Joint consultation is a philosophy of industrial relations that affirms that the interests of business, industry and workers are best served when labour and management co-operate closely, and with confidence, to solve mutual problems and achieve mutual objectives. The practice of joint consultation is the *means* to an end — not an end in itself.

The Organization for Economic Co-operation and Development (O.E.C.D.) has described the objective of communication and consultation as “the development of attitudes among all levels of staff which are favourable to the free passage of information and the exchange of views on matters of mutual interest. Such attitudes develop mutual respect and confidence, and that is the industrial climate which good communication sets out to achieve.”

The Economic Council of Canada, whose members are drawn from industry, finance, commerce, labour and government, regularly meets to seek solutions to problems affecting our country's economic welfare. It is perhaps one of the best examples of joint consultation in Canada; a labour-management committee operating at the national level.

The Canada Department of Labour also actively promotes the principle of joint consultation, in a problem-sharing and idea-sharing context, at the plant or work place.

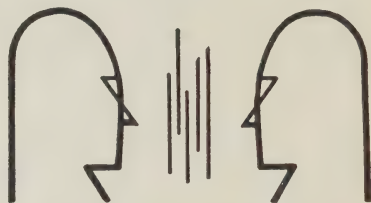
Dr. W. D. Wood, Professor of Economics and Director of the Industrial Relations Centre at Queen's University, who has prepared a study of the status of labour-management in Canada, gives this view of what labour-management is, and is not:

It is important that it be understood as a systematic approach for the achievement of industrial relations and economic goals, and that it is not to be confused with the ‘good fellow’ approach, however valuable this may be.

Harry J. Waisglass, Director-General of Research and Development, Canada Department of Labour, defines consultation as “when you get people to work together on their problems, trying to solve their differences. Co-operation means involvement in solving problems, not getting people together for tea parties.”

Put in a different manner, labour-management consultation encourages, through a mature and constructive relationship, joint discussion on matters of mutual concern and interest on a continuing basis, for the benefit of workers, employers and Canada generally.

The Challenges



A basic threat to labour-management consultation is lack of communication.

In a recent statement, the Economic Council emphasized the fact that lack of effective communication has created problems and grievances between labour and management that could have been avoided. "This has led to needless industrial strife which has hurt the interests of the parties concerned and of the general public as well.

"Industrial unrest and misunderstandings resulting from a lack of effective communications, rather than from real and legitimate collective bargaining issues, have often and seriously undermined labour-management relations and made collective bargaining more difficult.

"Notwithstanding the difficult problems in this area, problems which sometimes appear overwhelming, the Council feels that the time has come for the two parties to try to grapple more effectively with these problems that impede good communications."

The statement points out that the mere setting up of joint labour-management committees, at the plant or company level, will not in itself ensure effective communication.

"If joint committees are to be successful both labour and management representatives on these committees must be capable of dealing intelligently with objective information in the interest of everyone involved in the firm."

One of the most important challenges is the necessity of emphasizing that industries and businesses are built around people, as well as physical resources, and that the growth of the enterprise — and of the economy — requires new attitudes toward the development and utilization of human resources and skills.

This in itself dictates the fundamental requirement of a free, two-way flow of communication between employers and unions.

Hand-in-hand with the problem of communication is the fact of the natural conflict of interests between labour and management, and the widespread effects of technological change that spell the need for further changes for both labour and management.

In an address to the first conference of the Prince Edward Island Labour-Management Relations Council on April 13, 1967, Mr. Kenneth DeWitt, senior officer of the Labour Department's Labour-Management Consultation Branch, pointed out that today's problems are not replacing yesterday's but are being added to them.

"They add up to the realities that require objective analysis, information, prior study, consultation and forward planning. All of which will constitute but an exercise in futility unless all participants in bodies established to implement such action enter into these activities with a flexible mind and a willingness to understand the other person's point of view. Preconceived position-taking must be set aside and new enlightened attitudes cultivated.

"One of the characteristic elements of today's world is that the pace of our thinking always seems to lag behind the pace of reality. Accepted ideologies of the past will not resolve effectively the problems of the present or the future.

"The traditional conflict between management rights, on the one hand, and union participation in matters dealing with technological change on the other hand, must be reconciled between the two parties themselves. Failure to do so could conceivably mean the deterioration of the free collective bargaining system — which is synonymous with the free enterprise system in this country. State intervention in these matters can come in two forms: when the state is asked to intervene by the interested parties

or when it is forced to intervene in the public interest. It is the latter type of intervention that both labour and management have repeatedly condemned and yet, in many instances, it could have been avoided if the parties had exercised their responsibilities with the same vigor and fortitude as that with which they defend their rights. Rights, incidentally, exist only because of the free collective bargaining system which is so vigorously defended by labour and management and supported by the state.

“This does not mean that the state has no obligations or responsibilities in these matters, but the state’s role in instituting programs to alleviate the problems created by new technological developments, can only be effective and successful if labour and management realize the significance of their own role, in becoming mutually concerned with the continuing economic and social advancement of our nation.”

Today's Need For Co-operation

The growing need for better communications, information and consultation, at the plant level, results in part from the fact that today’s average employee is becoming better informed. Through the mass media he is more conscious of the economic and social factors which affect the environment in which he lives and works. He has a greater need to understand, and to participate in, the decisions which directly affect his personal interests and future.

Harry Waisglass pointed out, in a keynote address to the North American Conference on Labor Statistics in June 1968, that people nowadays want greater involvement in the different institutions and environments they have created. “Essentially, we are no longer satisfied to understand the ‘how’ of our institutions, our economy, our way of life, but rather we are driven to examine the ‘why’ and thence to the desire to be able to influence their course.”

Society is becoming goal-oriented, he said.

“We expect our economy to be managed wisely to provide full employment, rising real incomes for all, a more equitable dis-

tribution of income and leisure and expanding opportunities for creative work and play. We expect more than a steady job at good pay for all. We expect job alternatives and opportunities for promotion and advancement. We expect job security and income security while, at the same time, we expect change that will be exhilarating, stimulating and rewarding.

“And this brings us perhaps to the greatest paradox of all. We want to preserve what we have but at the same time we want change.

“We expect change to bring us greater control over the environment in which we work, live and play, but it seems that as a result of our advancing technology, man is becoming aware and resentful of the rising dominance of the machines he himself has created.”

This situation, together with the changes in technology, increasing competition in world and domestic markets, and the need for new skills to cope with the new technologies, has combined to present a further challenge to the industrial relations environment.

Today, the Canada Department of Labour, through its Labour-Management Consultation Branch, is promoting a program with the aim of suggesting new policy approaches, such as stressing positive goals or objectives of labour-management cooperation, and broader consultation on matters having to do with technological change, displacement of workers, training, and any other method necessary to ease the impacts of industrial change. The results of such preliminary consultation may be the subject of collective bargaining when the time comes to write into formal agreements those understandings reached in informal discussion.

When manpower adjustment becomes imperative because of technological change, the generally accepted form of normal collective bargaining may fail to provide an adequate solution.

If the parties fail to recognize that their collective bargaining process no longer provides ready answers, then a crisis can well develop — unless, that is, the parties can be encouraged to jointly participate in the development of long-term solutions to the manpower problems created by technological change.

In the course of a talk to senior civil servants from Asia, Africa and the West Indies in Ottawa in July 1968, the Deputy Minister of Labour, Dr. George V. Haythorne, emphasized that technological change was inevitable in a forward-moving society, "and that its ultimate benefits for the economy in general and the industry affected in particular may only be felt over a relatively long period of time.

"But its effect on the workers themselves, not to mention upon other industries, are immediate and sometimes most powerful and dislocating.

"Thus, in the face of the need for . . . counter action to the problems of automation, as well as in the presence of day-to-day problems, there is a responsibility for management and labour to take preventive action through consultation."

Recently labour and management have been making a critical appraisal of their attitudes and policies toward each other. One of the principal reasons for this has been their increasing awareness of mutual interdependence — in matters of trade, employment security, company survival, and general economic security. There has also been a deeper realization of the value of good industrial relations.

To quote from a speech by Bernard Wilson, Assistant Deputy Minister of Labour, made to a labour-management conference in Lethbridge: "Labour-management consultation and co-operation is of vital importance to Canada, to the employer, to the union and to the individual employee through helping to bring about greater export markets, increased sales, more jobs, greater employment security, improved standards of living and better human relations."

A system of joint consultation, at local levels, was an important recommendation contained in the 1966 report of the Royal Commission on Working Conditions in the Post Office Department (Mr. Justice André Montpetit).

The Commission recommended that two local joint committees be set up "immediately" in certain designated staff post offices — one for postal clerks, the other for letter carriers — so that all questions of general interest with regard to working con-

ditions could be discussed, and be the subject of negotiations and recommendations. The Commission also recommended that all pertinent information should be made available to these committees, and that the same type of local joint committees be set up in certain less senior staff post offices, if this was the wish of the majority of the employees.

By setting up these "permanent channels of communication" a number of information-gaps could be corrected, the Commission pointed out.

It also recommended that two national joint committees be established in Ottawa, to operate in the same manner as the local joint committees.

"Musts" For Effective Co-operation

Joint consultation serves management, labour and all Canadians with equal effectiveness. To management it provides a means of enlisting the active interest and support of employees in promoting the welfare of the company or undertaking. To the employee it represents an opportunity to invest personal interest and initiative in the venture, which in turn can provide greater job security and a higher living standard. To the people of Canada joint consultation is the means by which labour and management can work together to build a highly efficient Canadian industry, capable of competing successfully for markets both at home and abroad, while at the same time giving proper recognition to the human factors involved.

In a study of labour-management co-operation for the Economic Council, Dr. Wood lists six key factors for effective co-operation:

(1) "There must be objectives for co-operation. Specific goals are needed so that there is motivation for co-operation, and understanding of how co-operation can contribute not only to the parties' own interests, but also to the broader objectives.

(2) "There must be co-operative attitudes on the part of labour and management, that is, a willingness to co-operate and

a recognition that there are mutual benefits to be gained from co-operation.

(3) "There must be knowledge and information to provide a clear picture of specific goals and problems at each level of the economy, and to advise appropriate methods of achieving and solving these.

(4) "There must be institutional security for both unions and management. Unions will be reluctant to co-operate with management if it appears to them that through co-operation the union institution is likely to be weakened. On the other side of the coin, co-operation must also involve security for management — security that in the broad sense will not involve undue restrictions on the operation of the enterprise system, and that, at the plant level, will not handicap management's responsibility for overall management of the concern.

(5) "There must be a favourable external environment in the sense that government economic and social policies, and legislation, at both the federal and provincial levels of governments, should permit rather than discourage co-operation.

(6) "Finally, there must be appropriate mechanism for co-operation. Co-operation cannot develop in a vacuum but needs an effective mechanism to get it going and to permit it to operate effectively."

One of Dr. Wood's specific recommendations reads: "At the level of the plant, it is important that the parties develop procedures through which they can come to grips with problems away from the heat of collective bargaining sessions. Without such mechanisms, there is little likelihood that co-operation can operate effectively."

Both management and unions are multi-strata institutions, and joint consultation should take place at the levels at which the problems of their inter-relationship occur. The "in-plant" joint consultation committee is the forum where the employee and union member, and plant management, can come together to find solutions for day-to-day problems. It is here that the union, through its members, the employees, can directly contribute to the undertaking by being concerned with quality of workmanship,

quality of service provided to the customer, elimination of production bottlenecks, elimination of waste of material and manpower, reduction of absenteeism, and the promotion of safe working practices and good housekeeping. It is here that employees can contribute their ideas and ingenuity to the general welfare and efficiency of the enterprise. It is here that plant management can demonstrate its concern for the individual by assuring him that his work is important and valued, that his ideas and suggestions are needed and appreciated — and that his security is also the security of the company.

When labour and management meet in a Labour-Management Committee in this kind of atmosphere and with these attitudes, much of what Dr. Wood has described as “phony conflict” can and should be eliminated. Dr. Wood is quite emphatic about the need for elimination of unnecessary conflict through a co-operative approach when he states:

“It is important, however, that we distinguish necessary and unnecessary conflict. Necessary or constructive differences are a useful and necessary stimulus for social change. They may stimulate learning and enthusiasm; lead to better, more imaginative, results; increase vigilance and critical self-appraisal; and lead the parties to weigh conflicting values with greater discernment when they make decisions. Whether these benefits are actually obtained, however, will depend on whether the parties are prepared to bring their differences out into the open and deal with them in a positive manner.

“While differences between labour and management are inevitable in some areas, such as in the area of income distribution, and while such differences may have their various constructive aspects, there may also be a great deal of unnecessary conflict between the parties. This can stem from a number of causes: from lack of knowledge about what their mutual interests are, and about the nature of the problems facing them; from lack of understanding between the groups, which is often reflected in a feeling that, because they are in separate camps, they must take opposing stands on every question — what might be called ‘phony conflict’; and lastly, from lack of mechanisms at the different levels of the economy to facilitate better understanding about

common goals and means to achieve these. It is these kinds of conflict which need to be—and can be—eliminated.

“In summary, then, we need constructive differences as well as co-operation between labour and management. At the same time, we must also eliminate unnecessary conflict between the two through better knowledge, more enlightened outlooks, and through mechanisms to facilitate co-operation. We need, more and more, to carve out those areas where there is mutuality of interest. The goals which labour and management have in common do not have to be impaired by the fact that there is some inevitable conflict on other issues.”

Labour-management consultation committees provide the machinery to explore these areas of mutual interest through joint consultation.

Democratic Philosophy

Joint consultation in industry is a practical extension of democratic philosophy. The program of the Labour-Management Consultation Branch advocates the exercise of democratic practices, in the conviction that such practices provide the surest means of attaining worthwhile economic and social objectives.

Whether the enterprise is multi-plant in size, a single plant operation, a hospital, a civic department or a service operation is unimportant, for joint consultation has proved its value in undertakings of all types and sizes. What is important is that those who decide to adopt joint consultation have faith in industrial democracy and in any concept that is rooted in democratic beliefs.

Studies have established that the average employee is a person who wants to do a good day's work, and who gives his best effort when he can share with his fellow-workers and his employer a genuine interest in the operation of which he is a part. The work place of a man or woman is a community, and it is the natural desire of an individual to be happy in that community and interested in its welfare. Whenever joint consultation between labour and management has been given an honest trial, the employees have experienced an enhanced feeling of usefulness and a true

sense of participation. One worker has described it as being “the difference between working ‘with’ and working ‘at’ the company”.

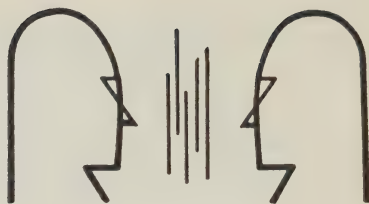
This emphasis on the human and social aspect of industrial relations, and on the need for labour-management communication through joint consultation, does not mean that such management problems as efficient production are being neglected. Dr. J. A. C. Brown, Deputy Director of the Institute of Social Psychiatry, London, England, in his book “The Social Psychology of Industry” makes this comment:

“Industry has, as we have seen, a social function to perform quite apart from the production of goods, but there is not the slightest reason to suppose that one function need be carried out at the expense of the other — on the contrary, all evidence supports the view that a satisfactory performance of the social function leads to higher production, reduced absenteeism, and reduced turnover of labour. In other words, it is the most effective incentive known.”

One early practical application of joint consultation to a work situation is reported by Clarence H. Northcott in his book “Personnel Management: Principles and Practice”. A past president of the British Institute of Labour Management, and a former personnel manager of Rowntree and Company Ltd., York, England, Northcott found that when joint consultation was tried in, of all places, a British army engineers battalion facing a particularly dreary and difficult work situation, “the results of these methods were that production was increased and friction between the men and those directing them was removed.

“Monotonous routine was turned into an opportunity for thought, contrivance, initiative and experiment. The men found scope for decision on matters they understood, and passed from the category of ‘living tools’ to that of co-operators. Their labour was used economically — and they were relatively happy in the new status of partners in production.”

Evolution Of The Idea



The Government of Canada first became involved in the promotion of joint consultation through labour-management committees during World War II. When maximum production of equipment and supplies for the armed forces became a matter of critical importance government leaders realized that closer co-operation between management and trade unions would greatly assist industry in attaining such a goal. Accordingly, an Order in Council was issued, establishing an Industrial Production Co-operation Board with the responsibility of promoting joint consultation in Canadian industry.

Wartime experience with these committees demonstrated conclusively that labour and management could achieve, through joint consultation and co-operation, goals that were unattainable by other means. At the end of World War II, the Canadian government decided that the promotion of labour-management committees should be continued. Consequently, when the Industrial Production Co-operation Board ceased to exist, after the expiry of wartime emergency powers in May 1947, a "Labour-Management Co-operation Service" was established within the Industrial Relations Branch of the Department of Labour to continue the extension of joint consultation throughout Canadian business and industry.

At the outset, the policy and functions of the Labour-Management Co-operation Service remained basically similar to those of the former Board:

- labour-management committees were promoted at the plant level;
- they were to be advisory, not executive, in their functions;
- labour was to have at least equal representation with management on the committees;
- the committees were to be separate and apart from the

collective bargaining process, leaving bargaining matters to the bargaining agents;

- promotion of committees at the plant level would be in those enterprises where recognized bargaining agents exist.

The last-mentioned point was designed to prevent such groups from becoming what, to management, was “just another bargaining committee”, and what to labour, was “just a substitute for a bona fide union”. It was inherent in the policy that, where there was a union, a procedure for bargaining existed, and that a labour-management committee need not become involved in bargaining matters. The partners in co-operation would thus be free of any crisis atmosphere, and could participate in “around the table” discussions without “across the table” bargaining.

The committees in industrial, commercial and institutional establishments discussed such topics as quality production and service; elimination of waste; safety; tool conservation, and good housekeeping.

However, these areas of mutual concern had, over the years, changed and expanded just as rapidly as the Canadian economy as a whole. Even the duration of collective bargaining agreements had undergone considerable change with more three-year, and even, in some instances, five-year, contracts instead of the usual one-year agreement.

All of these changes exerted even greater pressures on labour and management to meet consistently in “around the table discussions” and, at the same time, exerted even greater demands on the Labour-Management Co-operation Service to provide assistance and guidance. In order to fulfill these increasing functions, the Service, in March 1966, became the Labour-Management Consultation Branch, with substantially-increased field staff and services.

The fundamental aim of this Branch remains the same as at its founding — namely, to provide assistance to labour and management in overcoming problems that could weaken Canada’s economic structure. But the areas of concern, such as joint consultation on impending changes resulting from the introduction of new equipment or techniques, have become more complex and demanding, in human relations as well as economic considerations.

Meeting Current Problems

Only through communication between parties can understanding be reached, and only through understanding can fears and suspicions be allayed. Joint consultation, the face-to-face meeting, provides the best machinery for real communication — established lines of regular contact through which labour and management can tackle together their urgent mutual problems.

Many problems require the co-operation of labour and management for their solution. The most pressing are those raised by automation and technological change. The dislocation of workers made redundant by change, and the training or retraining of such workers so that they can be employed in other capacities within the company or find gainful employment elsewhere, are among the situations that must be faced.

Manpower problems grow more pressing with the increasing influx of youth into our changing labour market. These young people are entering the market at a time when the demand for unskilled workers is rapidly declining. Since World War II, Canada has drawn a significant number of her skilled workers from Europe, while experiencing a problem of chronic unemployment among her own untrained or unskilled native born.

Now Europe is itself facing a severe shortage of skilled manpower which is expected to last for some time, and Canada no longer counts on this source to the same extent to fill her requirements. Even more important, Canada cannot afford the social and monetary cost of continuing to import skills while our native born remain untrained.

Labour and management must work together if they are to answer satisfactorily such questions as: What facilities are there in your company for in-plant training? Is it possible to develop a training program in your undertaking, or to provide more training than exists at present? Are there collective agreement or work rules in your establishment that present obstacles to training, retraining or the upgrading of skills — and if so, what can union and management do to surmount them? Have you looked at your future skill needs? Are you preparing now for tomorrow's occupational requirements?

Labour-Management Bargaining And Co-operation

Collective bargaining is based on recognition of the legal right of employees to organize for their economic and social improvement and to negotiate with management concerning the ground rules of their relationship: the wages to be paid, hours of work and other working conditions. Once this basic foundation for co-operation has been established, its inherent potential should not be left unexplored. By using it as a springboard to greater possibilities for consultation and co-operation, labour and management gradually become accustomed to working on all problems of mutual interest and concern. Having reached agreement on the rules of this initial relationship, they can now try to reach understandings, undertake joint research and studies, and to experiment — free from the stresses and pressures of deadline collective bargaining.

Dr. Haythorne, in his talk to overseas civil servants, pointed out: "With the vast complexities of modern day employer-employee relationships it no longer makes sense to expect completely rational and responsible resolution of conflict out of a few hours of feverish, emotion-charged meetings every two or three years.

"Availability to both sides of pertinent and factual information prior to and during the period of contract negotiation should lead ultimately to more responsibility and better knowledge in reaching mutually acceptable decisions."

Dr. Wood in his study paper for the Economic Council has stated that one key factor facilitating co-operation is institutional security. Elaborating on this point he says: "At present in Canada there still appears to be a great deal of suspicion and fear on the part of labour and management about the possible misuse of co-operation by the other in order to further its own aims rather than to promote mutual goals. If there is to be a favourable climate for co-operation, however, it is essential that each party have respect for the other's institution. They must recognize that each has a legitimate role to play and that, consequently, each has a right to

continued existence. This does not mean that labour and management should be in full agreement with each other's objectives; it does mean that there should be mutual understanding of them.

"Both labour and management have certain responsibilities to ensure that the other's right to institutional security is respected. On the part of the union, there must be recognition of management's responsibility for the overall direction of the business, and of the fact that co-operation is not a means to bypass or replace formal collective bargaining and grievance procedures. On management's part there must be recognition of the right of workers to organize, and awareness by managers that unions are here to stay. It is important to remember that, if unions did not exist, the vacuum would inevitably be filled by something else — probably the state. One need only read the history of Western Europe in the interwar years, or look at the situation in many of the developing countries today, to appreciate this."

Some Adventures In Joint Consultation



A unique form of joint consultation has spelt harmony and progress for an entire section of an industry in Northern Alberta.

In this case it is known as a "Joint Adjustment Board", with a membership of 40 sheet metal contracting firms and more than 450 sheet metal workers.

In effect it is a labour-management committee on a grand scale: really an industry-union committee. It shows what can be accomplished by an enlightened approach to modern industrial relations.

For 63 years there has never been a strike on the local sheet metal working scene. The reason for this is a well-established spirit of co-operation between management and labour — both anxious to maintain their unbroken record. The formation,

eight years ago, of the Joint Adjustment Board was a natural outcome.

Wilf Reid, a member of the Board, said:

"Our industry contains so many diverse jobs in so many different areas that if we did not have the guidelines agreed upon by the Board there would be chaos. The whole industry here could well have been taken over by another group."

Mr. Reid said there were many people who claimed the Board could never work. "But those people who say that labour and management can never get together — because they are at opposing ends — are forgetting a basic factor: that whichever you are, you both derive a livelihood from your industry or business. If it is healthy and well-adjusted both will get a good living."

The Board sprang from a strong belief in the theory of joint discussion on all matters of mutual concern. The Board is a two-way street for open discussion on all problems and a main concern is that minor differences do not develop into major points of contention. As soon as a potential problem arises it is discussed.

Labour and management interests are each represented by three Board members who meet once a month, or more frequently if required. The matters they discuss cover virtually everything, with the exception of wages and hours of work. An important result of this system is that contract negotiations are not overloaded because many matters have already been resolved.

Should a matter be unresolved, the Board's rules specify that another person, who is mutually accepted, be appointed as chairman. (A majority decision of the Board is binding, provided there is equal and full representation of labour and management.) If the nominee is not mutually acceptable, the provincial Minister of Labour is requested to appoint a member.

The Board works closely with other trade and supply groups and recently this "combined operation" was able to provide a heating and ventilating code that was accepted by the City of Edmonton. The Board also supplies examiners for the apprenticeship scheme; in addition, a major accomplishment has been the setting up of the Board's own highly successful health and welfare scheme.

A further example of where prior consultation has proved helpful in contract negotiations is a system introduced in 1968 by the companies and union of the Vancouver glass industry.

Prior to bargaining, representatives of the companies and union held a series of meetings designed to seek out and remedy the various problems that had hampered bargaining in the past. These meetings helped to establish mutual confidence so that by the last meeting each side knew the other's true position.

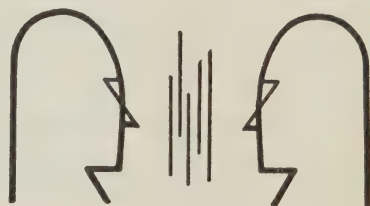
Subsequently contract settlement was reached without conciliation and, for the first time in recent history, before expiration of the old contract. Without this prior consultation by union and management, representatives would have started bargaining "cold", and, to quote one of the representatives, "we would have wasted the first couple of months haggling over minor items."

This system involves about 23 companies and more than 200 employees.

From these examples it is apparent that each plan has been tailored to meet specific needs. Joint consultation must be flexible. At the single plant or institutional operation, a flexible management-union consultation program is also desirable.

With this prerequisite in mind, the Labour-Management Consultation Branch is equipped to assist in formulating a joint consultation program tailored to meet the requirements of a particular organization. The variations are unlimited, but the principle remains the same — joint consultation in search of solutions to today's problems.

Support From Government



Through joint consultation, management preserves the right to manage, while recognizing the employee's need to participate. Joint consultation, therefore, does not attempt to interfere with the respective roles and rights of labour and management.

The Government of Canada actively supports the promotion of greater co-operation in industry through joint consultation as a necessity for a dynamic and prosperous economy. The task of fostering this essential activity has been assigned to the Labour-Management Consultation Branch of the Federal Department of Labour. The Branch operates in an advisory and consultative capacity for both labour and management. Located in regional offices at key centres across Canada, its staff is composed of experienced Industrial Relations Officers trained to assist in the establishment of joint committees.

The Branch works closely with provincial departments of labour, other federal agencies, employer organizations, unions, and other interested bodies in promoting continuing programs of labour-management discussion and deliberation.

Headquarters and field representatives of the Branch provide information, advice and assistance in the organization and operation of a joint consultation program. In addition, the field officers periodically visit all committees and are available for advice and direction if specific problems arise.

To supplement the work of its representatives across Canada, the Branch publishes and distributes discussion material, research data, topical posters and other publicity to aid committees in their efforts. In addition, the Branch's newspaper, *TEAMWORK IN INDUSTRY*, contains articles on the latest developments in industrial "relations", and reports monthly on the contributions being made by labour-management committees to every sector of the Canadian economy.

Another activity of the Branch is the sponsoring of area labour-management conferences. In co-operation with provincial departments of labour, a number of these meetings have been held in various centres across Canada. Each such conference is tailored to the interest of the community and is arranged with the guidance of a steering committee composed of local civic and community leaders, including representatives of both employer and employee organizations such as the Chamber of Commerce, Board of Trade, Canadian Manufacturers Association, The Canadian Labour Congress, Provincial Federations of Labour, local labour councils and individual unions. The very composition of these conferences

is a further example of labour-management co-operation at work. Affording an opportunity to promote the development of regional labour-management co-operation, they are a continuing and important part of the work of the Branch in fostering wider and more intensive co-operation in business and industry.

In the same context of serving the needs and aspirations of each particular area, the Branch is ready to act as a catalyst in getting the various parties together in labour-management co-operation conferences, seminars or meetings at the company, industry or regional level.

The LMCB is at your service. For further information, write to:

Labour-Management Consultation Branch,
Canada Department of Labour,
Ottawa 4, Ontario.

